

South Central Region 8 Workforce Board Workforce Investment Plan

PY2006 and PY2007



Issued February 7, 2007

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Introductions

Optional Introductory Section (should be kept brief 1-2 pages, maximum)

Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

Mission Statement

The South Central Region 8 Workforce Board will serve as a catalyst to promote collaborative relationships between business, education, labor, and service providers to support workforce development efforts and regional economic growth.

Vision Statement

The South Central Region 8 Workforce Board will meet the needs of businesses and workers by supporting the development of resources designed to build a globally competitive workforce that is skilled, diverse, and motivated.

Goals

The South Central Region 8 Workforce Board has established the following goals:

- 1) To promote the use and awareness of all WorkOne services throughout the region, especially the availability of financial assistance for training.
- 2) To engage and train management and supervisory employees to help them develop the skills needed to motivate workers and increase productivity.
- 3) To reduce the high school dropout rate in Region 8.
- 4) To promote collaborative relationships with business, education, labor, and economic development organizations.

Finances

- *What are your primary funding streams including sources with dollar amounts?*
- *What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.*

Region 8 Revenue		PY '06	PY'07 (estimates)
WIA Adult		585,217	526,695
WIA Youth		893,484	804,136
WIA Dislocated Worker		660,063	594,057
WIA Admin		237,640	213,876
WIA Carry-In		396,505	213,876
WIA Admin Carry-In		98,643	23,764
W/P Incentive		132	-
WIA Incentive		1,533	-
Rapid Response		243,743	24,000
Total WIA		3,116,960	2,400,404
SSI - BioMfg		646,700	606,000
SSI - Healthcare		340,800	118,800
SSI - Hospitality		67,000	74,500
Total SSI		1,054,500	799,300
Navigator		53,746	53,746
Total Revenue		4,225,206	3,253,450
Region 8 Obligations (as of 1/31/07)		PY '06	PY'07 (estimates)
WIA Service Provider		2,003,790	1,803,411
Regional Board		53,003	53,003
Regional Operator		320,400	320,400
Fiscal Agent		140,000	140,000
Navigator - VU		50,168	50,168
JAG Youth Project - VU		40,000	40,000
SSI Biomanufacturing		582,500	549,500
SSI Healthcare		268,503	178,000
SSI Hospitality		60,000	68,000
Total Obligations		3,518,364	3,202,482

- ***What percent of your WIA funding is used for administration in contrast to program, for overhead¹ in contrast to service delivery, and for tier of services (core, intensive & training)?***

As allowed under WIA, Region 8 will utilize 90% of the WIA funds received for program and 10% for administration. During PY'06, approximately 77% of the WIA allocation will be used for service delivery in accordance with the definition at the bottom of this page and the remaining 23% will be used for overhead.

Of the \$2,003,790 that has been contracted to the WIA service provider for PY'06, approximately 91% is projected to be used to support service delivery. The service provider plans to use 47% (\$941,781) of this contracted amount for direct financial assistance spent on clients for tuition, books, child care, transportation, and other training and supportive services. It is estimated that WIA resources will be allocated among the tiers of service with 20% to core, 50% to intensive and 30% to training.

- ***What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?***

Allocating resources in a manner that most effectively meets the needs of customers is a high priority of the RWB. As such, the competitive process used to select the WIA service provider as described below included a requirement for bidders to disclose three specific line items: 1) funds to be spent directly on customers, including items such as supportive services and Individual Training Accounts; 2) funds to be spent on overhead costs in the WorkOne Centers and Express sites, including items such as staff salaries and facilities costs; and 3) funds to be spent on management, including salaries and facility costs associated with management staff.

This process allowed the RWB to evaluate all proposals with a clear and consistent understanding of the resources that would be made available by each bidder to directly support the work of the WorkOne Centers and Express sites and provide services to clients. The allocation of available resources to these line items was included in the scoring process for proposals. Specific line item amounts for each of these budget categories were included in the contract that was awarded as a result of this process.

A comparison of planned vs. actual spending in each of the three aforementioned categories is reviewed each month by the RO and the RWB. Technical assistance is provided to the service provider and corrective action is requested as needed in an effort to ensure that funds are being expended in accordance with the approved contract budget.

- ***Describe the competitive process used to award grants and contracts for activities carried out under WIA.***

The selection of the service provider for WIA Adult, Dislocated Worker and Youth Programs was based upon a competitive solicitation process conducted by the Regional

¹ Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.

Operator under the guidance of the Regional Workforce Board. A Request for Proposals (RFP) was drafted by the Regional Operator and approved by the RWB. The RFP was issued, a bidder's conference was conducted, and all bids received were evaluated and scored by a group comprised of RWB members and RO staff. The RWB made the final selection of the WIA service provider and a contract was executed between the service provider and the RWB.

Information related to the competitive solicitation and availability of the RFP was advertised in area newspapers and on the DWD and RWB website. It is anticipated that a similar process will be used for all future competitive solicitations.

Strategic Service Delivery

- ***How is the RWB addressing the needs for service delivery in a cost effective manner?***

The South Central Region 8 Workforce Board has been diligent in establishing a service delivery system that maximizes the use of available dollars to meet client needs. The competitive solicitation processes for both the Regional Operator and the WIA service provider as previously described placed a priority upon keeping administrative and overhead costs low to enable as much funding as possible to go directly to providing services to clients.

During the award and negotiation of the WIA service provider contract, acceptable cost per participant targets were established for clients of the Adult, Dislocated Worker, and Youth programs. The RO and the RWB review cost per participant information and contract expenditure levels on a monthly basis to ensure that client service levels and spending on WorkOne activities and direct client needs are in line with the expectations of the RWB.

In addition, the RWB supports and encourages collaboration with partner organizations whenever possible to maximize the impact of all available funds within the region.

- ***With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?***

The RWB and RO will work with local DWD management staff and the local WIA service provider to ensure that a cost effective approach will be taken when providing services. The RWB will make every effort to encourage a service delivery strategy that turns the reduction of unemployment insurance staff in local offices from a negative aspect into a positive one. This will be accomplished by working with local DWD management staff to support the redirection of staff efforts that were previously spent in support of unemployment insurance related activities to more employment and workforce development related initiatives such as WorkKeys, business services, or services designed to improve customer service.

The RWB will also encourage local offices that have additional space to pursue opportunities for current and potential partners to share space and help cover costs at the WorkOne facilities where space is available. This approach will not only make WorkOne services more cost effective but will further strengthen the availability of coordinated services in a single location resulting in increased convenience to the customer.

The region has consistently sought partners for the WorkOne system and has added numerous partners such as Vocational Rehabilitation Services, Experience Works, and various subcontractors to the WorkOne Centers. This proactive response to adding partners within the WorkOne Centers allows the region to be prepared for future changes. As we move toward more assessments for businesses and individuals, we are well situated to add additional partners with the same focus. Utilization and development of additional grants through partnering with local organizations will provide the region with additional funds to reduce the costs of the WorkOne system.

- ***Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.***
- ***Who are those partners?***

The RWB believes that collaboration and collocation improves customer service and convenience and will work to promote the development of these partnerships whenever possible. The WorkOne Centers have been charged with finding local partners that focus upon the mission of the organization to provide workforce development activities within the area. There are three full service WorkOne Centers located within Region 8. All three of these offices have done an excellent job of connecting with a variety of partners within their communities and serving as a resource to meet numerous employment and training needs.

As a result of this type of community outreach, the Bloomington, Bedford and Linton WorkOne Centers all have partners such as Vocational Rehabilitation, Experience Works, Adult Basic Education, local DWD, and WIA service provider staff collaborating on services provided in their facilities and sharing costs as appropriate. In addition to these partnerships, the Bloomington facility also has made available on-site services provided through Indiana University Continuing Studies, Anthony Wayne Services, and the School to Career Alliance. In addition the Disability Navigator will be located in the Bloomington WorkOne and will work throughout all counties of the region to help develop and enhance the menu of services that are easily accessible to individuals with disabilities.

The RWB will encourage this partnership strategy to continue and to be expanded whenever possible in all the WorkOne Centers as well as the Express sites. An additional partner that has been identified for closer coordination and possible collocation is the IMPACT program.

- ***What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?***

The RWB supports and encourages service integration whenever possible to make services to customers more convenient and easily accessible. This priority was communicated throughout the competitive solicitation process for the WIA service provider. To ensure the development of an effective integration strategy the RO, under the direction of the RWB, will work with the DWD Regional Coordinator and the Director of the WIA service provider to identify appropriate action steps that should be taken to more effectively integrate services.

One of the most valuable resources available in the region is an experienced and knowledgeable staff. The RO will encourage the local management team to actively engage staff in efforts to fully integrate services by utilizing work teams comprised of staff representing WIA, Wagner-Peyser (WP), Veterans Employment and Training Services (VETS), and Trade Adjustment Assistance (TAA). Staff from Vocational Rehabilitation and Experience Works will also be invited and encouraged to participate.

Since both the previous Shawnee Trace and South Central areas have a strong history of successfully serving customers, the teams will begin by examining current practices to identify those that are effectively serving customers in a seamless manner and those that need improvement. The Regional Operator will work with the management staff from the various programs located within the WorkOne system to assist them in prioritizing and implementing ideas that are forwarded by these work teams. The RO will also work with management staff to identify and address any additional existing barriers that impede the integration process. The RWB will also explore opportunities for blending of funds and resources, functional supervision, and cross-utilization of staff among the various programs.

The RWB will also request that the local DWD Regional Coordinator and the Director of the WIA service provider work together with the RO to develop a comprehensive staff training needs assessment to identify needed cross training that can be done internally among WorkOne staff; training that needs to be provided by the Regional Operator; training that should be provided to and from other partner agencies; and training that needs to be obtained from outside sources.

- ***How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?***

WIA service provider staff and TAA staff are already utilizing TrackOne to track clients. This leads to a more integrated approach due to the increased information sharing resulting from access to common data. TrackOne has also increased the amount of coordination that must occur between WIA case managers and TAA Coordinators due to the implications on performance of both programs based upon the information that is entered into TrackOne by staff from either funding source. Utilization of a common tracking system will also result in a more comprehensive service plan and a common

understanding by all staff assisting an individual regarding the end goal and desired outcomes.

As DWD prepares to utilize TrackOne as the unified customer tracking system for all DWD and WIA programs, the amount of coordination required between staff of all programs will also increase accordingly.

- ***How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?***

The Strategic Skills Initiative is being integrated into the WorkOne system in a number of ways. The WorkOne is serving as an assessment gateway for a number of the training programs associated with the biomanufacturing activities funded through SSI. WorkOne will make the appropriate referrals and assist in the tracking and reporting of client participation in these activities. WorkOne staff will also be assisting in recruitment and marketing efforts of the available training opportunities as well as participating in job fairs and assisting trainees to secure employment in the life sciences industry.

The WIA service provider is also playing a key role in SSI by assisting to identify appropriate candidates for training and managing the SSI funds available for tuition assistance for a number of the biomanufacturing and hospitality training programs.

WorkOne staff have been made aware of the labor market research that was conducted as a part of SSI and apprised of the career paths upon which the SSI efforts are focused. In addition, the demand occupation list that has been approved by the RWB for use with clients of the TAA and WIA programs includes the occupations that were identified as shortages in the SSI report.

A number of the SSI activities were designed to continue to be in place long after the SSI funding has ceased to be available. Monroe County, in collaboration with the Bloomington Economic Development Corporation, the Bloomington Life Sciences Partnership, and Ivy Tech Community College in Bloomington, will be constructing the Biomanufacturing and Training Institute. This will be a \$5 million facility that will continue to offer training programs targeted towards upgrading the skills of workers in the life sciences industry long after the conclusion of SSI.

Bloomington Hospital is playing a key role in establishing healthcare solutions that will continue to exist beyond the end of the SSI grant as well. The hospital is establishing a lab where simulation equipment will be available for students in healthcare related trainings to practice various medical procedures and routines. The space for this lab is funded by Bloomington Hospital and the lab will continue to be available after the conclusion of the SSI grant. In addition the hospital is facilitating the process of awarding several Masters and PhD scholarships to individuals who are willing to teach prospective nursing students. Once these additional instructors have been prepared and

certified to teach locally, it is anticipated that the number of nursing students who graduate each year will be increased for many years to come.

- ***What strategies are being developed to support the three Pro Talent objectives described in “Accelerating Growth - Indiana’s Strategic Economic Development Plan?”***

Pro Talent Objective # 1 – Existing Workforce – Increase Hoosiers’ skill attainment to globally competitive levels by creating the opportunity for each Hoosier worker to move at least one step up the talent scale, ranging from basic literacy to strategic skills, through demand-driven mechanisms.

The Strategic Skills Initiative is closely aligned with the Pro Talent objectives for the existing workforce. The RWB is supporting this initiative through its implementation of the SSI solutions and by incorporating the priorities of the SSI into the service delivery strategies of the WorkOne Centers and Express sites. These efforts will result in opportunities for many workers throughout Region 8 to move up the talent scale by increasing their skills in preparation for targeted occupations and career paths.

The use of WorkKeys assessments and KeyTrain software throughout the region will also result in increased skill levels for local workers. KeyTrain software is available in all WorkOne Centers and Express sites and customers are encouraged to utilize this valuable tool to enhance their skills in accordance with the needs identified by local employers. In addition, the number of companies utilizing WorkKeys continues to increase. The RWB supports the use of WorkKeys and will seek to continue to increase awareness regarding the availability of WorkKeys and KeyTrain by including these services in the regional marketing plan.

Pro Talent Objective # 2 – Emerging Workforce – Build effective pathways for young Hoosiers to workforce competitiveness and sustainable employment.

The SSI is also a valuable part of the regional strategy to help young people develop a better understanding of available career paths and the skills needed for emerging occupations. As part of both the biomanufacturing and healthcare solutions, career fairs will be held to provide students and other job seekers the opportunity to learn more about the career paths and employment opportunities that exist in Region 8 in these targeted industries.

Another key piece of the regional strategy for the emerging workforce is the use of the WorkKeys assessments. Teachers throughout the region have access to KeyTrain software to assist their students in enhancing their skill levels. In addition, the WorkOne centers are working with schools in every county to conduct WorkKeys assessments with at least a portion of their high school students. RWB members are very supportive of this activity and can assist by encouraging the participation of additional schools throughout the region.

Pro Talent Objective # 3 – Engaged Workforce – Help Hoosier communities and employers attract, engage and retain globally competitive talent from all sources, national and international.

In its oversight of the WorkOne system, the RWB acknowledges that employers are the ultimate customer of the WorkOne Centers and Express sites. Assisting businesses to attract and retain a skilled workforce is a high priority of the RWB. To enhance services to business customers, the WorkOne system will establish a business services team. This team will be comprised of local staff with expertise in a variety of services and programs that could be beneficial to local employers. This team will make employers visits, conduct employer seminars and assist in the marketing of business services throughout the region. This team will also coordinate with the regional Business Consultant.

In addition, the RWB and the WorkOne system will maintain partnerships with local economic development organizations. In Region 8, WorkOne staff has a long history of working with economic development representatives to exchange information and support efforts designed to help employers attract and retain talent.

The Bloomington WorkOne also is a co-sponsor of the Business and Professional Exchange (BPE) along with the IU Dual Career Program and the Bloomington Chamber of Commerce. A goal of this program is to tap into the talent base that exists within the spouses of Indiana University personnel who have relocated to Bloomington. The BPE works to connect these individuals with appropriate career opportunities which benefit both the worker and employers who need skilled workers.

▪ ***What is the RWB's continuous improvement strategy?***

Customer feedback is key to the continuous improvement strategy. The WorkOne Centers will make customer satisfaction surveys available and will encourage customers to complete these surveys to identify areas where improvements are needed. In addition the Regional Operator as well as WorkOne management staff will utilize feedback received from customer satisfaction surveys conducted by DWD for calculation of performance standards to make continuous improvements.

The RWB may also establish local benchmarks for services and review progress on an ongoing basis to provide oversight and direction and ensure that continuous improvement efforts are producing results in that are in line with the expectations of the RWB.

▪ ***How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?***

The aforementioned measurements of customer satisfaction will include questions designed to provide feedback on the quality of staffing and service delivery. Information received will be used to improve services, which should in turn improve performance.

WorkOne Marketing

- ***How is the RWB promoting the WorkOne system?***

The RWB supports the concept of marketing the WorkOne as a system, rather than individual providers within the system conducting separate marketing activities. To that end the RWB will put policies in place that are in line with the marketing priorities of DWD to ensure the proper and effective use of the WorkOne logo on signage, marketing materials, business cards, letterhead, and other public relations activities.

The RWB will promote this system in a variety of ways including on its website, by encouraging the development of an effective marketing plan, and by sharing information about the services available through the WorkOne system within their own communities.

- ***What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?***

As a newly formed organization, the RWB has not yet fully developed a complete marketing strategy. However, the RWB seeks to maintain effective communications between all parties and will ensure that as a marketing plan is developed it will focus upon not only promoting the WorkOne system but also upon increased communication.

As described below, the RWB's website will be an important piece of the increased communication strategy.

- ***How is the RWB's website used to promote the WorkOne system and increased communication?***

Thus far, use of the www.southcentral8.org website has proven to be an effective means of communicating information to board members, partners and the general public about meeting dates, competitive solicitations, and current initiatives. This website also serves as a source of information about the locations of WorkOne Centers and Express sites throughout the region and the services they provide, links to local economic development organizations, and labor market information. RWB meeting minutes, informational materials, and a variety of workforce development related links are also readily available on the website. As a marketing plan is developed effective use of the website as a communication tool will be a focus.

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

- ***What are the EGR strengths, weaknesses, opportunities and threats?***
- ***How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?***
- ***How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?***

Although there are likely many additional items that could be included in a SWOT analysis of the region, the South Central Region 8 Workforce Board has initially identified the following strengths, opportunities, weaknesses and threats upon which to focus their efforts related to the management of the WorkOne system. As additional items continue to be identified, they will be discussed by the RWB. The table included as Attachment A of this plan describes the items identified thus far through the SWOT analysis.

Grant Opportunities

- ***What grants or types of grants does the RWB plans to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.***

At present there are no specific grants that have been identified. The RWB will continue to discuss potential funding opportunities and collaboration with local entities and will decide on a case by case basis if a funding source is most appropriately pursued by the RWB or if the RWB could be more effective by supporting the efforts of a partner organization.

- ***What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.***

The regional Business Consultant position that is anticipated to be transferred from a state employee position to a local contractor position will be responsible for assisting with promotion of appropriate state and federal grant opportunities to local businesses as appropriate.

Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics

- ***What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.***

Job Seeker Needs

As in any area, the job seekers are seeking jobs with benefits that will enable them to make a good wage and support themselves and their families. However, a number of factors affect wage demands in the region.

The median wage demand of job seekers in EGR 8 is among the lowest in the state. Pockets of high levels of unemployment, a large part-time workforce, an aging workforce (36% of the region's population is 45 years or older), relatively low educational levels in most counties and traditionally low pay-low skill jobs contribute to this lack of demand for high wages on the part of the workforce. Dislocations over the past 10 years from companies such as: Thomson/RCA, General Electric, Otis Elevator, ABB, Visteon, and Dana have caused workers in traditional manufacturing industries to adapt their skills to the new emerging jobs in health care, hospitality, and especially in the life sciences and medical product manufacturing fields. The rural nature and lack of high paying jobs with low skill requirements (as was the case with many traditional manufacturing jobs) have left the region with a semi-skilled workforce competing for skilled jobs.

Trends are indicating improvements in educational levels and a corresponding increase in the wage demands of the workforce. With growth in the life sciences and other occupational fields, Region 8 is encountering a growth in applicants seeking full time employment which should cause an increase in the median wage demand for the area.

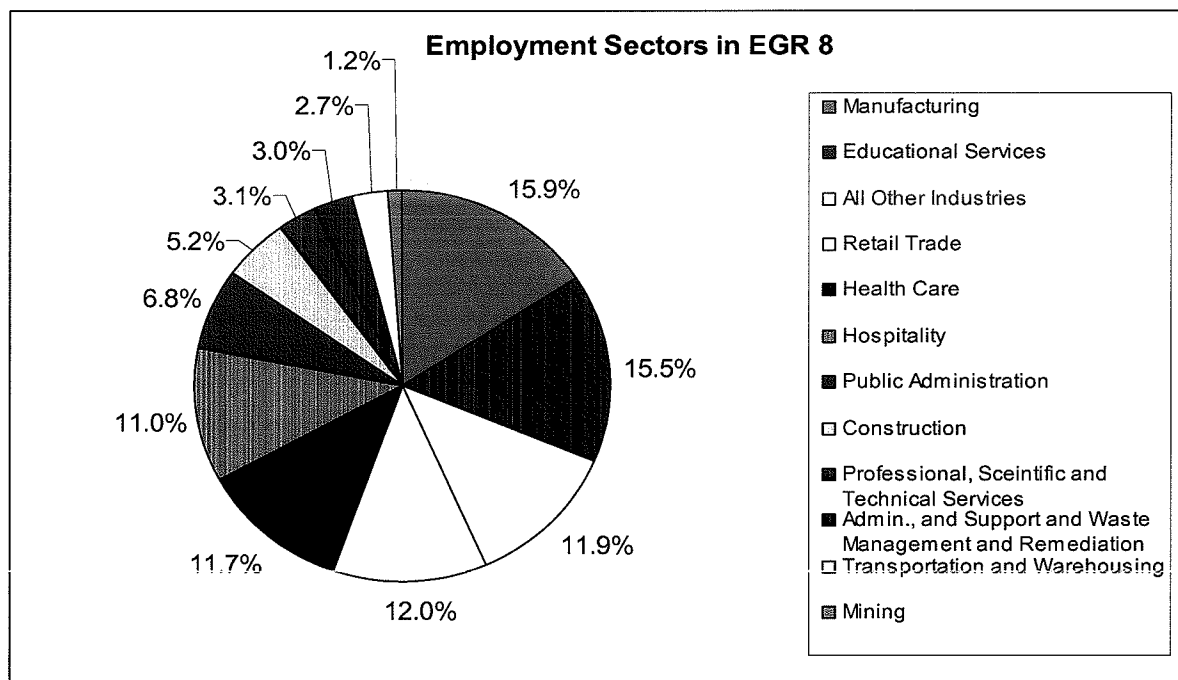
Although manufacturing in the region has declined in recent years, it remains an important part of the economy and job seekers still have a strong interest in finding employment in that industry. When looking at the available applicant pool for the first week of January 2007, the top two jobs that were sought by applicants were assemblers and production laborers.

Workforce Opportunities

It is understood that any industry that brings economic and employment opportunities to the region is important to the local economy. However, to determine which industries have the most significant impact upon the economy of the region, several key factors must be taken into consideration. These include:

- ✓ Which industries employ the most workers?
- ✓ Which industries pay the best?
- ✓ Which industries have experienced growth in recent years?
- ✓ Which industries will have the most job openings in the next few years?

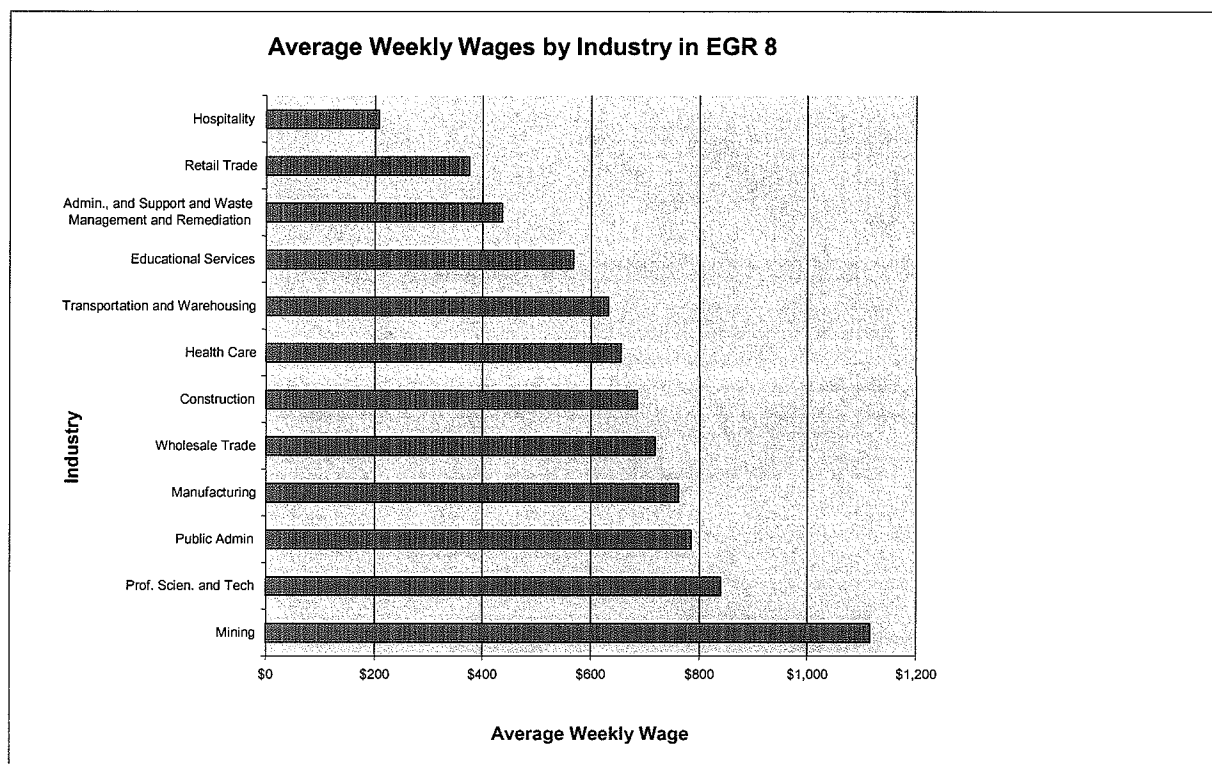
Using data for the 4th quarter of 2004 from the Indiana Business Research Center, the chart below indicates that manufacturing, educational services, retail trade, health care, and hospitality are the top five industries in terms of the number of jobs provided within Region 8. The largest sector, manufacturing, employed 18,124 workers in the 4th quarter of 2004.



Source: Indiana Business Research Center (IBRC), 4th Quarter 2004 data

Note: The Hospitality sector includes both the Food Service and Accommodation NAICS sector and the Arts, Entertainment and Recreation Sector.

Average weekly wage data available from the Indiana Business Research Center was used to identify which industries had the highest average weekly wages in the 4th quarter of 2004 as represented by the chart below.



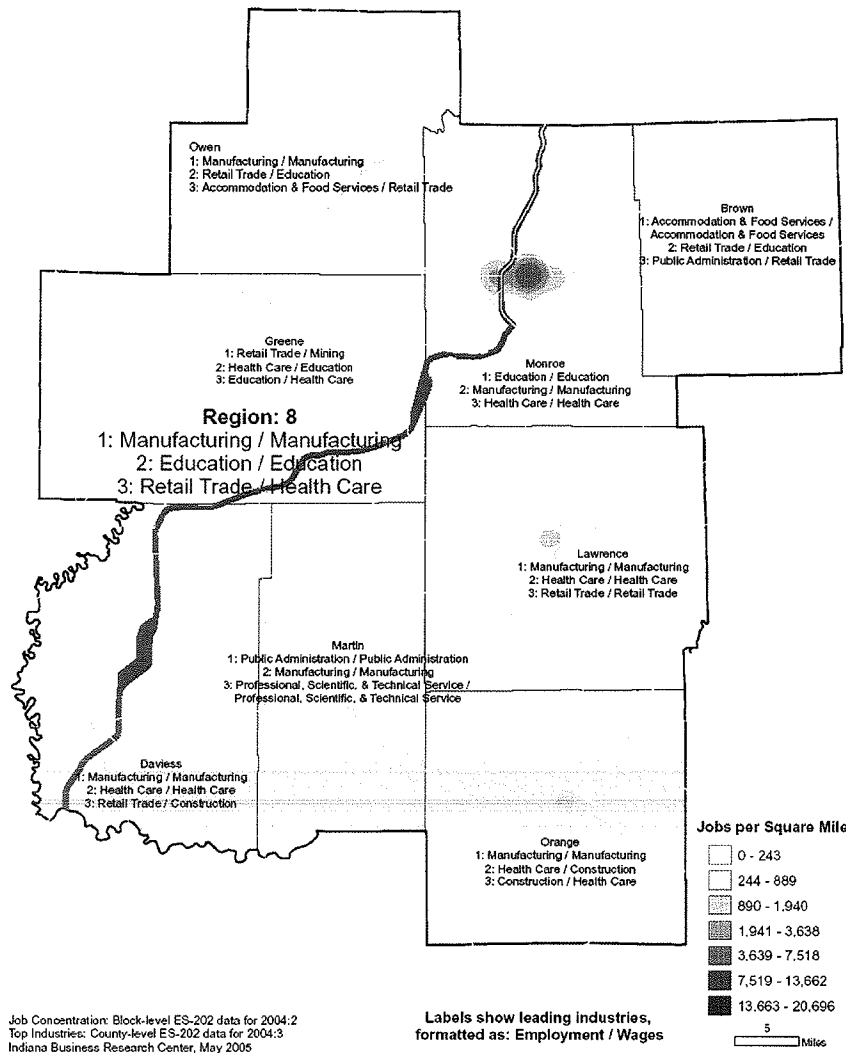
Source: IBRC, 4th Quarter 2004 data

Note: The Hospitality sector includes only wages from Food Service and Accommodation (\$208 per week) NAICS sector. Arts, Entertainment and Recreation Sector average wage is \$335 per week.

During the SSI process the Executive Team reviewed extensive research and data to determine which industries were key within Region 8. The map on the following page further reaffirms the selection of manufacturing; health care; professional, scientific and technical services; and hospitality as the four industries most key to EGR 8. Construction and Educational Services were also considered as key industries, however, it was determined that workforce development resources and funding could most effectively be used by focusing upon the top four industries as identified above.

As indicated by this map, the four industries identified as critical to the economy of EGR 8 have significant impact throughout the region, not just in the larger cities or counties. Area economic development representatives participating in the SSI process agreed that these four industries are important to the region's economy and are industries in which future growth is desirable to help the regional economy thrive.

Top Industries by Employment and Wages

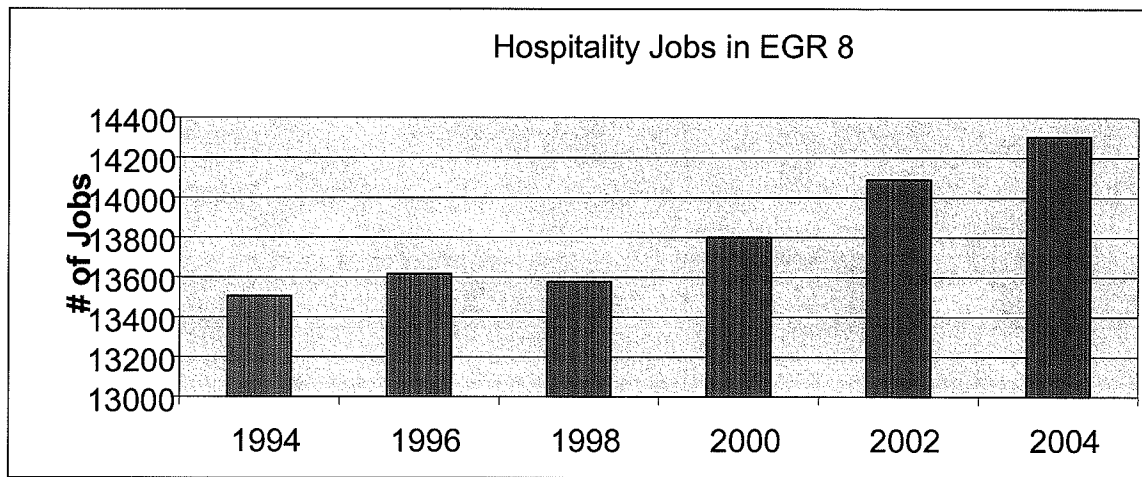


The RWB will work diligently to ensure that the economic concerns of every county in the region are taken into consideration as planning and resource allocation decisions are made.

The hospitality and tourism industry is also important to the region because much of the revenue generated by this industry comes from outside EGR 8. Since it is desirable to have a number of basic industries to help the region become more prosperous, this growth in the hospitality and tourism industry sector is welcome and should be encouraged and stimulated whenever possible. Hospitality jobs are also valuable to the local economy since these jobs cannot be outsourced to companies outside the area or relocated to other countries due to global competition.

The hospitality industry is an emerging industry within EGR 8 and as such the typical data that is available for the other key industries does not reflect the future needs for hospitality workers within the region. We can get some idea of the increasing

importance of hospitality and tourism by looking at the combined statistics for the Food Service and Accommodation and the Arts, Entertainment, and Recreation Sectors within the region.



Source: IBRC annual job data. The chart reflects the combination of the Food Service and Accommodation sector and the Arts, Entertainment and Recreation sector.

- ***What are the workforce needs for the area's employers (current and future)?***

Employers need additional workers in a variety of occupations as described later in the section of this plan that includes data on projected openings. The skills needed by area employers are also addressed in a later section of the plan.

- ***How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.***

The Strategic Skills Initiative will assist employers in the four targeted industries to meet their needs for skilled employees. The SSI includes both activities designed to upgrade and enhance the skills of the workforce and initiatives to increase awareness of career opportunities and training to prepare new workers for entry into these occupations.

The WorkOne system will also work to address the needs of employers throughout the region. To ensure that training dollars are spent in accordance with the needs of businesses throughout the region, WIA and TAA resources will be used to provide training to eligible individuals in occupational areas that are in demand. A business services team will also be formed and will include the regional Business Consultant as well as local WorkOne staff. This team will be focused upon identifying the needs of area employers and working to develop strategies to address those needs.

- *What are the EGR's current and projected employment opportunities?*
- *What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.*
- *What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?*

All three of these questions can be answered by looking at the information and data below. The following occupations comprise the most recent demand occupation list for PY'06 as approved by the RWB. The most significant criteria used by the local board to generate this list included the number of projected openings in the region and the annual average wage. The board will review updated labor market information periodically and will revise this list by adding and deleting occupations to reflect the changing workforce needs in the region.

It should be noted that a few of the occupations included on this list reflect few or zero projected openings. Based upon research conducted through the SSI process, it was determined that some occupations such as biological technicians and medical laboratory technologists, among others, reflect emerging occupations that are anticipated to have increased openings in the future even though they have not been documented by past data. In an effort to support the initiatives put in place through the Strategic Skills Initiative and to support growth in emerging occupations within the region, the RWB has approved the inclusion of these occupations on the demand list.

Occupational Title	1st Quarter 2007 Projection	Total Projected Annual Openings	2004 Annual Wage	Education Requirement
Management Occupations				
General and Operations Managers	1,230	60	\$82,066	Work experience plus bachelor's or higher degree
Computer and Mathematical Occupations				
Computer Specialists	1,970	130	\$49,546	NA
Architecture and Engineering Occupations				
Engineers	1,000	60	\$60,372	NA
Electrical and Electronic Engineering Technicians	510	20	\$53,167	Associate degree
Life, Physical, and Social Science Occupations				
Biological Technicians	30	0	\$33,732	Associate degree
Education, Training, and Library Occupations				
Health Specialties Teachers, Postsecondary	80	10	NA	Doctoral degree
Elementary School Teachers, Except Special Education	880	60	\$43,938	Bachelor's degree
Secondary School Teachers, Except Special and Vocational Education	1,160	100	\$45,814	Bachelor's degree

Occupational Title	1st Quarter 2007 Projection	Total Projected Annual Openings	2004 Annual Wage	Education Requirement
Healthcare Practitioners and Technical Occupations				
Registered Nurses	1,990	150	\$47,072	Associate degree
Respiratory Therapists	170	20	\$45,283	Associate degree
Medical and Clinical Laboratory Technologists	70	10	\$42,524	Bachelor's degree
Medical and Clinical Laboratory Technicians	90	10	NA	Associate degree
Dental Hygienists	140	10	NA	Associate degree
Radiologic Technologists and Technicians	150	10	\$41,025	Associate degree
Emergency Medical Technicians and Paramedics	190	10	\$25,453	Postsecondary vocational training
Surgical Technologists	90	10	NA	Postsecondary vocational training
Licensed Practical and Licensed Vocational Nurses	930	50	\$33,250	Postsecondary vocational training
Medical Records and Health Information Technicians	140	10	\$22,996	Associate degree
Healthcare Support Occupations				
Nursing Aides, Orderlies, and Attendants	1,870	110	\$19,984	Short-term on-the-job training
Dental Assistants	300	30	\$26,495	Moderate-term on-the-job training
Food Preparation and Serving Related Occupations				
Chefs and Head Cooks	120	10	\$23,451	Postsecondary vocational training
First-Line Supervisors/Managers of Food Preparation and Serving Workers	850	50	\$23,145	Work experience in a related occupation
Sales and Related Occupations				
First-Line Supervisors/Managers of Retail Sales Workers	1,220	50	\$32,649	Work experience in a related occupation
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	680	50	\$45,046	Moderate-term on-the-job training
Office and Administrative Support Occupations				
Bookkeeping, Accounting, and Auditing Clerks	1,760	60	\$25,837	Moderate-term on-the-job training
Receptionists and Information Clerks	960	80	\$20,835	Short-term on-the-job training
Executive Secretaries and Administrative Assistants	1,100	40	\$33,324	Moderate-term on-the-job training
Legal Secretaries	80	10	\$25,505	Postsecondary vocational training
Medical Secretaries	210	10	\$27,057	Postsecondary vocational training
Secretaries, Except Legal, Medical, and Executive	1,810	60	\$24,537	Moderate-term on-the-job training
Office Clerks, General	2,620	140	\$21,118	Short-term on-the-job training

Occupational Title	1st Quarter 2007 Projection	Total Projected Annual Openings	2004 Annual Wage	Education Requirement
Construction and Extraction Occupations				
Carpenters	1,010	60	\$32,707	Long-term on-the-job training
Operating Engineers and Other Construction Equipment Operators	750	40	\$38,670	Moderate-term on-the-job training
Explosives Workers, Ordnance Handling Experts, and Blasters	50	0	\$34,111	Moderate-term on-the-job training
Installation, Maintenance, and Repair Occupations				
Automotive Service Technicians and Mechanics	700	50	\$27,664	Postsecondary vocational training
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	190	10	\$34,765	Long-term on-the-job training
Industrial Machinery Mechanics	160	10	NA	Long-term on-the-job training
Production Occupations				
First-Line Supervisors/Managers of Production and Operating Workers	800	30	\$44,054	Work experience in a related occupation
Team Assemblers	2,550	140	\$28,530	Moderate-term on-the-job training
Machinists	160	10	\$41,656	Long-term on-the-job training
Welders, Cutters, Solderers, and Brazers	280	20	\$32,317	Postsecondary vocational training
Transportation and Material Moving Occupations				
Truck Drivers, Heavy and Tractor-Trailer	1,630	80	\$32,128	Moderate-term on-the-job training
Truck Drivers, Light or Delivery Services	670	20	\$22,569	Short-term on-the-job training

The Occupational and Skills Shortages Report was the first of the three reports for the Strategic Skills Initiative in Economic Growth Region (EGR) 8. The report focused upon the key industries of manufacturing; health care, professional, scientific and technical services; and hospitality and tourism. Critical high-demand, high-wage occupations and shortages identified by the report included the following:

Occupation	Projected 2 Year Worker Shortage (through 2007)	Projected 7 Year Worker Shortage (through 2012)
Registered Nurses	191	351
Licensed Practical Nurses	18	148
Nurses Aides	59	94
Respiratory Therapists	26	26
Electrical and Electronics Engineering Techs	134	418
First Line Supervisors of Production Workers	18	18
Team Assemblers	234	694

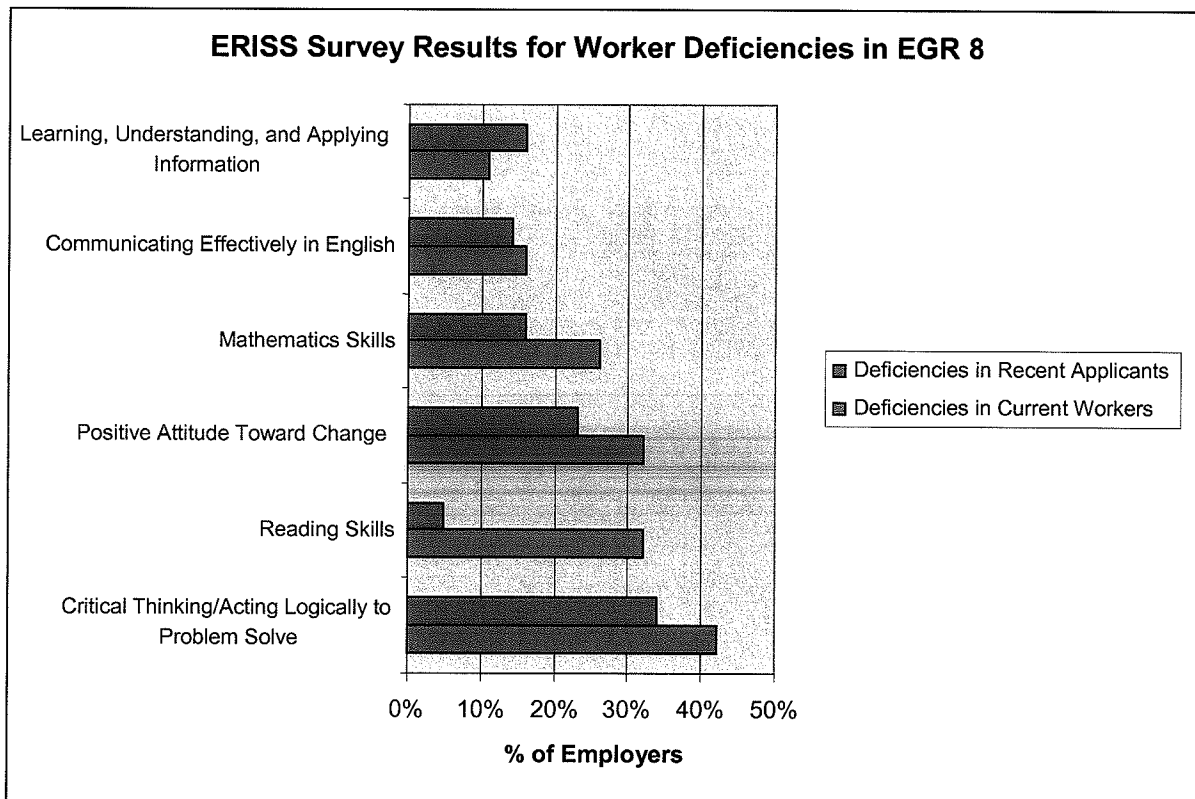
Hospitality occupations encompass a wide range of jobs in the tourism and hospitality sector. Based upon employer input, the report focused upon the skills sets needed by all hospitality workers rather than identifying specific job titles.

The table below illustrates the skills sets that were most frequently identified as needed by employers in the region's primary industry sectors.

ONet Skills	Prod. Sup.	Team Assm.	RN	LPN	Nrs Aide	Resp. Ther.	Elec. Tech.	Other Tech	Hosp.
Basic Skills									
Active Learning				X		X	X		
Active Listening			X	X	X	X			X
Critical Thinking	X		X	X	X	X			X
Learning Strategies									X
Mathematics	X		X	X	X	X		X	X
Monitoring			X	X	X	X			
Reading Comprehension	X	X	X	X	X	X	X	X	X
Speaking	X		X	X	X	X			X
Writing	X		X	X				X	
Complex Prob. Solv. Skills									
Complex Prob. Solving							X		
Resource Management									
Mgmt. of Financial Res.	X								
Mgmt. of Personnel Res.	X								
Time Management	X		X	X	X	X	X		X
Systems Skills									
Judgment/ Decision Mk	X			X			X		
Technical Skills									
Equipment Maintenance							X		
Equipment Selection	X						X		
Troubleshooting						X	X		
Repairing							X		
Operation Monitoring						X	X		
Social Skills									
Coordination	X				X				
Instruction			X		X	X			
Service Orientation			X	X	X	X			X
Social Perception			X		X				X

The ONet skills identified for each position were presented to the employers who participated in interviews and discussions with WorkOne staff. All these employers agreed that the identified ONet skills are needed for the targeted positions. The ONet skills that cut across 5 or more of the key occupations for EGR 8 are: active listening, critical thinking, mathematics, reading comprehension, speaking, time management and service orientation.

Although these skills were identified for the specific occupations targeted through SSI, research done by ERISS validates the importance of many of these skills across numerous occupations throughout the region. The ERISS survey data also indicates not only a need for these types of basic and soft skills, but also documents current deficiencies in these skill areas. In EGR 8, 64 employers responded to the ERISS survey question regarding the two most common deficiencies among recent applicants for jobs in their organization and 19 employers responded to the question regarding the two most common deficiencies among current workers. The top 5 responses to these questions are contained in the table below:



Skills that have been frequently identified by employers throughout the counties of EGR 8 include: following detailed instructions, managing time effectively, applying good listening skills, reading and applying information, and working as a team member. The SSI Consortium members as well as numerous other employers that participated in discussions with staff working on the SSI project also agreed that these skills are commonly deficient among their applicants and/or employees.

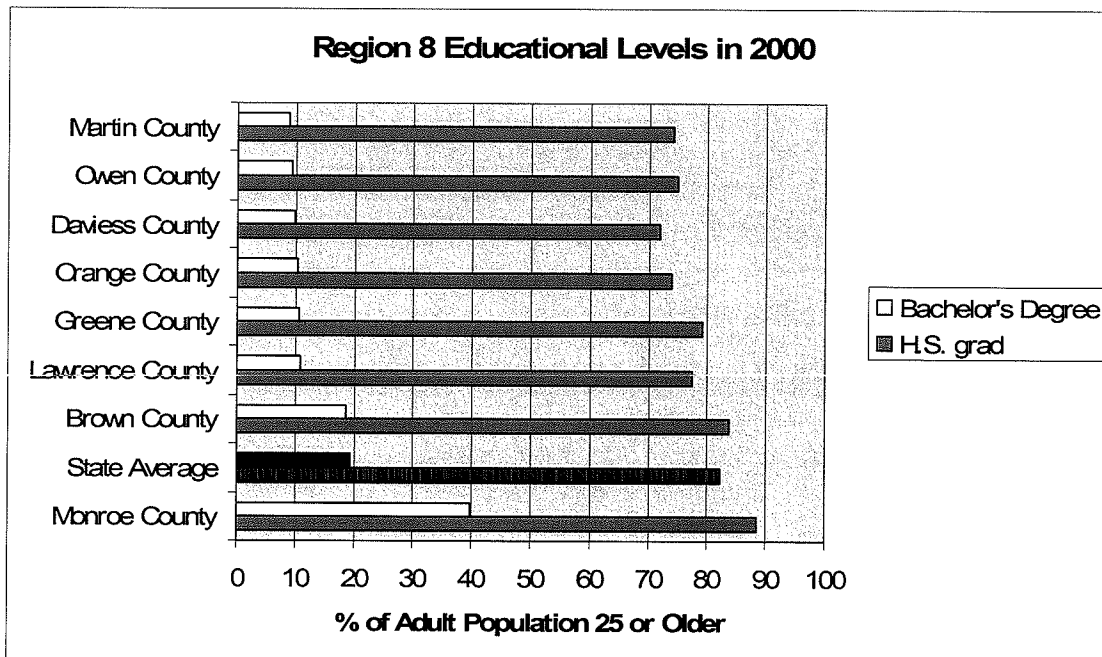
The need for these types of skills is further documented by the Skills In Demand Report for Region 8 that is available on DWD's Hoosiers By the Numbers web page. As of December 31, 2006, five of the top ten skills in demand included: to apply good listening skills; to follow and give instructions; to follow detailed instructions; to manage time effectively; and to follow customer instructions.

Another area of critical skills that must be included in this report is the area of job readiness and job retention skills. A frequent discussion item at SSI Consortium meetings and with employers who participated in interviews with WorkOne staff is the lack of job readiness and/or work ethic among applicants and employees.

Many employers expressed a willingness to train workers on the specific duties they must perform on the job. However, attendance, punctuality, commitment, teamwork, and basic skills such as reading, writing, speaking, and mathematics are skills and abilities that employers do not have the time, resources, or expertise to teach in the workplace. Further, the absence of these skills costs local employers thousands of dollars each year in high turnover rates, lost productivity, excessive waste, poor quality, and customer complaints.

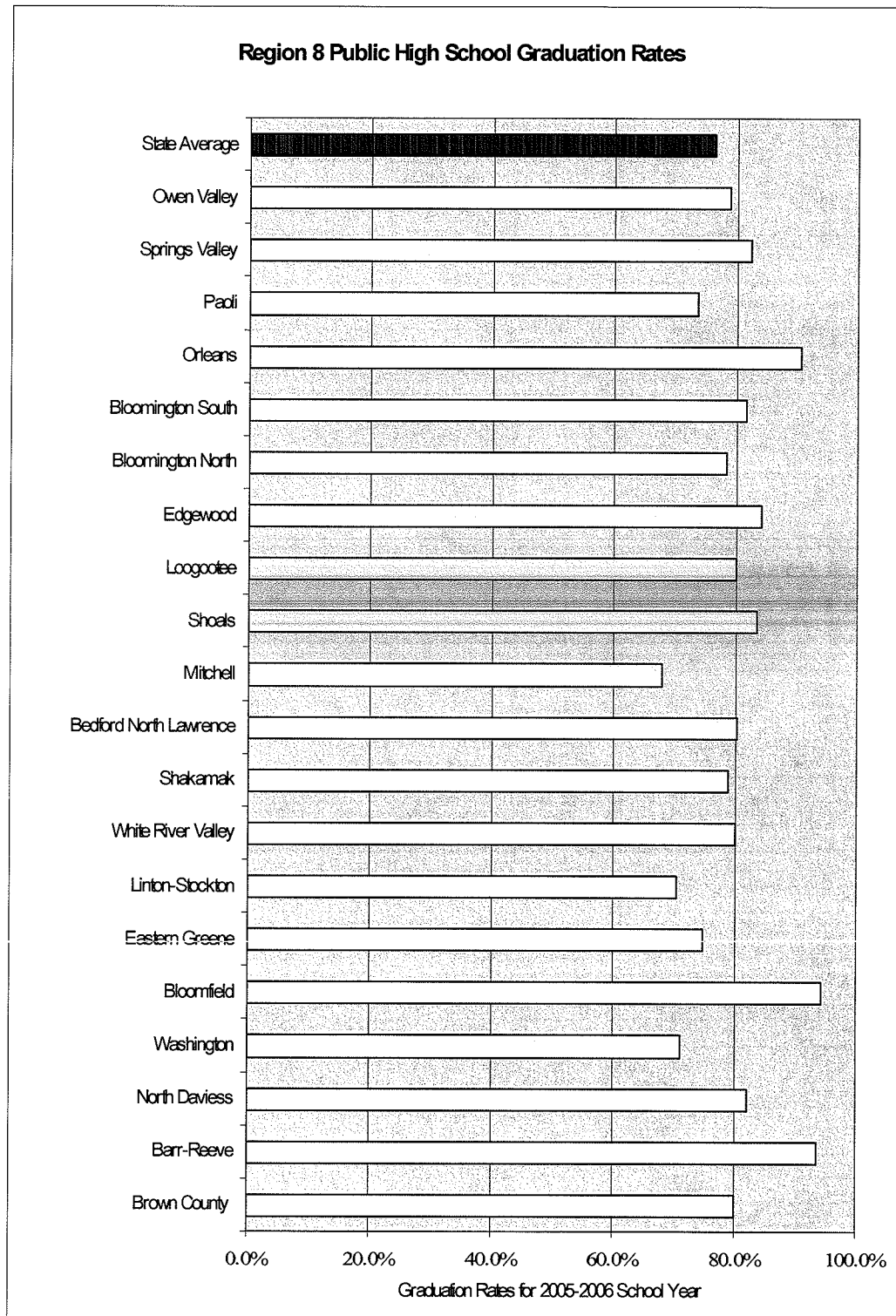
- ***What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?***

The region faces a challenge to increase the educational levels of its workforce. As illustrated by the chart below, most of the region's counties fall below the state average when looking at the percent of adults that have a high school diploma. In fact, only Brown and Monroe counties in the region exceed the state average. Likewise, the percent of adults with a Bachelor's Degree is also below the state average in 7 of the 8 counties. Only Monroe County, the home of Indiana University, exceeds the state average for Bachelor's Degrees.



Source: Census 2000

While there is still room for improvement, the region's 20 public high schools show encouraging results when compared to the state average. As illustrated by the chart on the following page, 15 of the region's 20 public high schools had graduation rates above the state average for the 2005-06 school year.



Workforce Data Needs

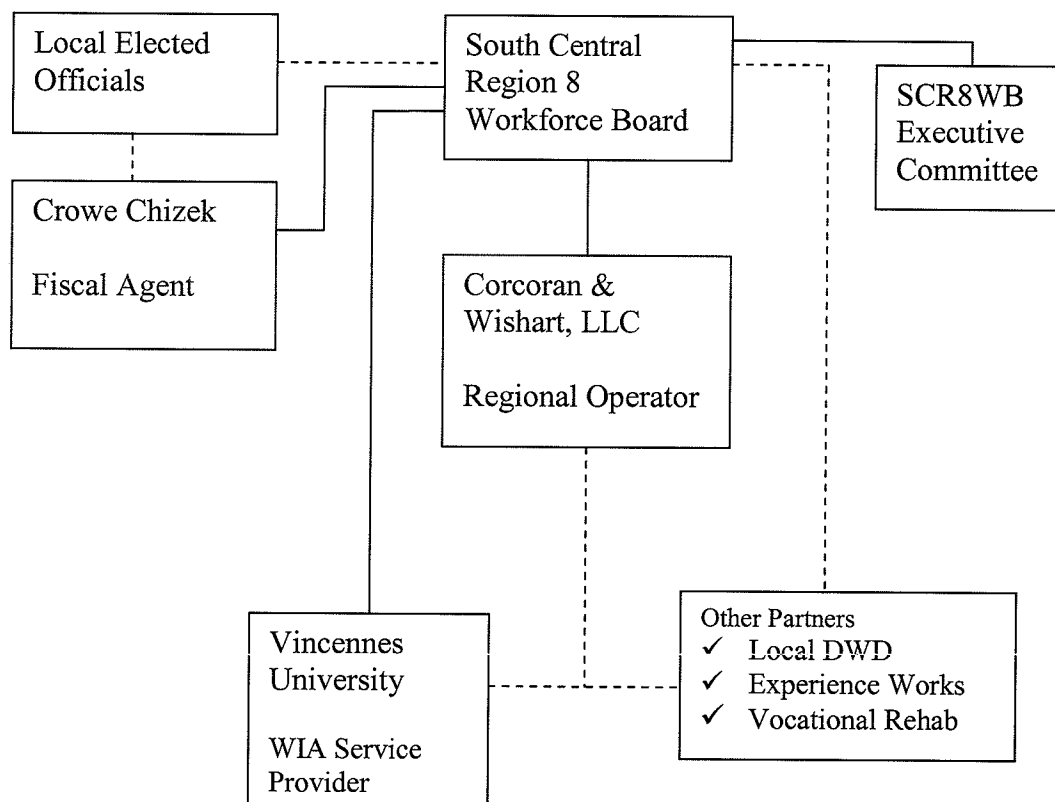
- ***What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.***

No additional data needs have been identified by the RWB at this time.

Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

As illustrated by the chart below, the South Central Region 8 Workforce Board, Inc. maintains contractual relationships with the regional operator, the WIA service provider, and the fiscal agent. In coordination with the local elected officials, they provide oversight and planning for the workforce development system in the region. The SCR8WB Executive Committee is comprised of the RWB officers. Since the full RWB meets quarterly, it has established an Executive Committee to meet each month to conduct board business that must be handled in between the regularly scheduled full board meetings.



Note: Solid lines indicate direct or contractual relationships. Dotted lines represent coordination and cooperation.

Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

Service Provider	Programs Administered	Geographic Area
Vincennes University	WIA Adult, Dislocated Worker and Youth	Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange and Owen Counties

Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

WIA Service Plan

- ***What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.***
- ***What is the availability (capacity) for each of those services?***

The one-stop system provides access to a wide array of employment services as well as training and education programs. Current one-stop partners providing services in Region 8 are: DWD; Experience Works and AARP; Vocational Rehabilitation; post secondary institutions including IVY Tech and IU; Adult Education and Literacy; HUD; CAP agencies; and WIA.

In addition to these one-stop partners, several entities also address employment and training needs in Region 8. These entities include: TANF/IMPACT; Secondary Vocational Education; Child Care Development Fund; 21st Century Scholars; local literacy programs; community based organizations such as ARCs; economic development organizations; Chambers of Commerce; and faith based organizations such as St. Vincent DePaul. These entities deliver services through a local presence either on a full-time/itinerant basis or via the Internet.

A number of educational institutions are located and/or offer training opportunities in the region including Indiana University, Ivy Tech Community College, Vincennes University, Indiana Wesleyan, Oakland City University, and a variety of proprietary schools. Learning Centers are located in most counties within the region.

At the present time it is anticipated that the WIA services available through the Adult, Dislocated Worker and Youth programs will not exceed full capacity and will continue to have resources available to serve all eligible and appropriate customers who seek assistance. In the event that the WIA services reach their maximum capacity and available resources are no longer sufficient to provide services to additional clients, a priority system will be enacted as described later in this plan.

- ***What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.***

Information about the available services and the programs operated in each WorkOne and WorkOne Express is contained in the matrices at the end of this document labeled as Attachment B and Attachment C.

- ***For each program year covered by this plan, how many clients will be served using WIA funding?***
- ***How many WIA clients will be served in each tier of service (Core, Intensive and Training)?***

Based upon the current service provider contractual outcomes, it is estimated that approximately 300 adults, 160 dislocated workers, and 335 youth will be served in each year in both PY'06 and PY'07. In addition it is projected that approximately 2,000 people each year will utilize the non staff assisted resources and services funded by WIA.

For both PY '06 and PY '07, a total of 460 adults and dislocated workers are anticipated to receive staff assisted services through WIA programs each program year. As such, these 460 are projected to receive core and intensive services. Of the 460, it is anticipated that 350 will receive training services.

- ***What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.***

At the present time it is anticipated that the WIA resources will not be limited and that services available will not exceed full capacity, thus the service provider will continue to have resources available to serve all eligible and appropriate customers who seek services. In the event that funds become limited, priority for intensive and training services will be determined in accordance with WIA Section 134(d)(4)(E) which states: "In the event that funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b) are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive services and training services. The appropriate local board and the Governor shall direct the one-stop operators in the local area with regard to making determinations related to such priority".

If funds were to become limited, staff would review the income and TANF status of all individuals awaiting WIA assistance and would create a priority ranking of these individuals based upon financial need. This priority would be applied on a weekly basis and individuals who are determined to be low-income and/or TANF recipients would be given consideration for services in the order in which their applications for WIA services were completed. The utilization of a priority system does not mean that only those prioritized may be served, however, it does ensure that they will be given first consideration.

- ***What is the RWBs definition of self-sufficiency?***
- ***How will the WorkOne determine whether proposed employment leads to self-sufficiency?***

The RWB has defined self-sufficiency for adults as earning \$9.50 per hour. For dislocated workers, the definition of self-sufficiency is earning 90% of their wage prior to

the dislocation. The RWB understands that self-sufficiency depends largely upon individual circumstances. As such, not every individual who meets these definitions will be completely self-sufficient. These definitions are used only for the purpose of determining if an individual can become “self-sufficient” through core and intensive services, or if additional training is needed.

Self-sufficiency leading to an enhanced quality of life and no need for financial assistance is the ultimate goal for all job seekers and their families. For individuals who are served by WIA, an individual assessment will be provided and staff will assist individuals to identify appropriate employment goals that will enable them to become self-sufficient. This process may include career counseling, review of labor market information, completion of a family or individual budget, and a discussion of any other relevant information that can affect an individual’s ability to become self-sufficient.

For all individuals, all WorkOne activities will focus upon assisting individuals to move toward self sufficiency. Efforts will be made to increase job seeker pay levels by addressing issues such as skills, job search techniques, interviewing skills, and through the use of skill assessments. WorkKeys and other assessment tools are used to help individuals move toward self sufficiency.

- ***How does the RWB’s individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.***

Based upon availability of funds, Individual Training Accounts will be available to adults and dislocated workers who are unable to obtain employment that leads to self-sufficiency through core and intensive services. ITAs must be used to pay for training that leads to a job that is included on the Region 8 demand occupation list as approved by the RWB. ITAs may only be used to purchase training programs that are on the state-wide eligible training provider list. All customers seeking an ITA will be required to apply for financial aid from other resources. Since Vincennes University is the WIA service provider, the regional operator will review justification and approve all ITAs that are proposed for training that would be delivered by Vincennes University to eliminate any perception of a conflict of interest.

ITAs will be the mechanism used to provide training except in the circumstance where the service provided is on-the-job training or customized training. The RWB has established a combined limit for all direct client expenditures including ITAs, supportive services, and other assistance. This limit is \$5,000 for adults and \$7,000 for dislocated workers, per program, per year for each participant.

- ***How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.***

Making available quality services to job seekers and employers in the region is very important to the RWB. As such, service provider progress is reviewed regularly by the regional operator, the RWB Executive Committee and the full RWB. The regional operator will provide at least one formal monitoring of the WIA service provider each program year, however, desktop monitoring and technical assistance is provided on an ongoing basis. The formal monitoring by the regional operator for PY 06 is scheduled for the months of January through March 2007. Financial monitoring will be conducted by the fiscal agent.

The regional operator reviews expenditures, planned service levels, and outcomes and provides the Executive Committee with an updated report each month. The full board reviews service provider performance on at least a quarterly basis. In the event that performance falls below acceptable levels, the regional operator will work with the service provider to provide technical assistance and will request a corrective action plan from the service provider that details the specific efforts and measures that will be taken to ensure an improvement in performance.

- ***How will substandard or ineffective delivery of services by a service provider be determined?***

The service provider contract contains specific service levels, performance outcomes and expenditure rates. The regional operator and the RWB will review progress on an ongoing basis and the RWB will determine based upon the applicable contract language if service provision has become substandard or ineffective.

Adult and Dislocated Worker Services

- ***What strategies are planned for the recruitment of adult clients?***

Marketing the availability of services for adults will be conducted in all communities in the region by maintaining/establishing relationships with community resource agencies and employers, economic development entities, distribution of written information, i.e. brochures and newsletters, etc., and maintaining a close working relationship with the WorkOne Centers and other partners.

Recruitment of adults will also be conducted by promoting the availability of services to employers, community and faith based organizations, schools, and other local entities.

- ***How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?***

Referrals to and from partner agencies are an important part of the service delivery system of the WorkOne. These referrals maximize the services and resources that are

available to customers, reduce duplication of effort, and help to fill identified gaps in service for many customers of the WorkOne. Working together with other community organizations toward common goals and outcomes makes the services received by clients more coordinated and effective in addressing their identified needs.

These referrals also yield the additional benefit of helping both the WorkOne staff and the staff of these partner agencies to become more cross-trained and knowledgeable. The opportunity to become more familiar with the services available in the community and to develop an increased understanding of eligibility requirements, types of assistance provided, etc. by these other agencies enhances the capacity of WorkOne staff to provide effective services and thus, enhances customer service.

- ***Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.***

The RWB does not presently have any specific plans to address literacy and low educational attainment with the adult population. The WorkOne staff partner with existing Adult Basic Education and literacy programs within each community to assist clients who need to increase their basic skills. ABE classes are offered in some of the WorkOne and WorkOne Express offices and some of the WorkOne staff provide tutoring services for local literacy programs. The RWB also supports the use of KeyTrain software to assist individuals in upgrading their basic skills and will continue to ensure that KeyTrain is available throughout the region.

- ***What specific plans are in place to increase program integration within the WorkOne and with other community resources?***

Each WorkOne has developed and will continue to develop WorkOne Access Sites to increase participation of community organizations in the WorkOne and to integrate the workforce development system within the priorities of those local resources. In a further effort to allow customers the opportunity to access services in locations that are most convenient, SHARE Network Access Points will also be developed.

The availability of the TrackOne system has already increased program integration between the WIA and TAA programs and this increased coordination will be further built upon when the system becomes available for tracking the activities of all WorkOne customers.

Front line staff is an excellent source of ideas to improve service coordination in the WorkOne. Staff teams will be developed to analyze the processes and practices of the WorkOne to identify areas where a more integrated approach would benefit customers. These teams will propose action plans for changing policies and systems to enhance coordination within the WorkOne and with other partner agency programs.

- ***How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?***
- ***How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?***

The RWB will insure that a coordinated system is in place to respond effectively in the event of a dislocation resulting from a lay-off or closure in the region. The RWB seeks to eliminate duplication of services and to broaden the reach of available services throughout the dislocated worker population. As such, the regional operator will provide an individual to serve as the rapid response specialist for the region. This individual will work in cooperation with statewide rapid response efforts to ensure that information and services are available to the affected workers. For each dislocation, a local team will be formed including representatives of labor, management, local DWD and TAA staff, service provider staff, the regional Business Consultant and/or other entities as appropriate. This local team will coordinate service efforts to address the needs of the dislocated employees and conduct orientation sessions for affected workers, on-site whenever possible.

The local rapid response team will work to bring all available assistance to the workers who are dislocated and will make every effort to facilitate the coordination of all resources to maximize the services available. This team will ensure that all resources and services available are thoroughly explained not only to the workers but also to labor and management officials as appropriate. In addition, the local rapid response specialist will encourage both labor and management to be actively involved in planning activities that are designed for the affected employees.

- ***What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.***

Company	GE Bloomington	Otis Elevator	Dana Corp.	Visteon
Petition Number	51524	54676	59499	58472
Certification Date	9/10/03	4/27/04	6/13/06	1/20/06
Impact Date	2/2/03	5/9/04	7/26/05	11/30/04
Expiration Date	9/10/05	4/27/06	6/13/08	1/20/08
# of Workers	525	298	269	184
Class of Workers	All	All	All	All

There are no pending TAA petitions for the region.

- ***How are services for TAA participants coordinated with other services offered through the WorkOne?***

Significant coordination occurs between TAA programs and other services offered through the WorkOne. This coordination continues to be improved with the utilization of TrackOne.

In the event of a dislocation, TAA representatives are part of the local rapid response team and participate in planning activities and conducting orientation sessions for the affected workers. In addition, TAA staff share assessment and case management information with other WorkOne staff who are assisting these workers to ensure that services are provided in a coordinated manner. WIA and TAA staff coordinate extensively to serve these dislocated workers. This coordination takes place from the delivery of the first service to an individual, and continues all the way through to job placement and the conclusion of the individual's participation in any WorkOne program.

- ***What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.***

As indicated above in the information regarding TAA petitions, both Dana Corporation and Visteon have experienced dislocations. No other dislocations are known or projected at this time.

- ***How are services for these dislocated workers coordinated with other services offered through the WorkOne?***

Services for dislocated workers are well coordinated within the WorkOne system. The coordination described above for TAA participants also happens between the appropriate WorkOne staff for individuals who are not TAA eligible. All appropriate staff and programs are represented at worker orientations and share assessment and case management information to ensure that all staff are working in collaboration toward common goals for the customer.

Youth Services

- ***What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?***

It is estimated that a minimum of 40% will be spent on out of school youth and a maximum of 60% will be spent on in-school youth.

- ***What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.***

Staff will conduct recruitment for the older youth program by coordinating with educational providers, community agencies, probation departments, and other entities that serve youth to ensure they are aware of the available services through the WIA youth program. Marketing of the availability of services for youth will be conducted in all communities in the region by maintaining/establishing relationships with community resource agencies and employers; distribution of written information, i.e. brochures and newsletters, etc.; and maintaining a close working relationship with WorkOne Centers and other partners.

It is important to recognize that current participants are an extremely effective recruitment method for the youth program. Recruitment by customers of the system is one of the most effective and efficient methods to recruit and retain other customers, especially in the older youth program.

▪ ***What strategies will be used to keep out-of-school youth active in the program?***

Service provider staff will be conducting all eligibility and initial assessment activities including collecting the documentation necessary to determine eligibility. Staff understands that the intake/registration process is important as it often sets the stage on how a youth will respond throughout his/her participation. Staff will use this opportunity to establish the necessary rapport to work cooperatively with participants throughout their participation all the way through to program completion and follow-up activities.

Service provider staff will assist each youth participant to identify an employment goal or career objective, appropriate achievement objectives and appropriate services for the participant taking into account the assessment conducted. Staff will utilize assessment results fully when developing the individual service strategy that identifies a sequence of activities that are needed to achieve a long-term goal. Staff will assist the youth to develop a plan, and in doing so the youth becomes aware that a long term goal is achievable. By breaking a long term goal down into smaller increments, youth are encouraged to celebrate each smaller achievement leading to long term success.

Staff will provide an on-going assessment of each participant to ensure that program activities are designed to meet existing needs. Staff will review the participant's individual service strategy to determine if progress is being made or if revisions are necessary.

Assessment, development of the individual service strategies, and the intake process are critical elements in program design. These three elements will be used as the foundation and building blocks for the youth's successful program completion.

Case management services will be provided to all youth during their participation and into their follow-up period. Contact with participants will be maintained on a regular basis. Contact will include but will not be limited to counseling, conferences with teachers, parents, caseworkers, and employers. Services will lead to the completion of planned activities such as evaluations, attendance, referrals, workshops, group sessions and job readiness activities. Older youth who are not basic skills deficient and who need

services to enhance their employability will be provided with job readiness or occupational training opportunities.

Follow-up services provided to youth will be designed to assist beyond program participation with any issues which may affect continued participation in educational opportunities or in their employment. Staff will also use these opportunities to make the client aware of their continued support. These services will be provided on a quarterly basis beginning with the first quarter after a youth exits the program.

- ***How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?***

Service provider staff will work in cooperation with local schools, alternative education, and adult basic education programs to ensure that dropout prevention and completion of secondary school remains a priority. Staff will coordinate with these programs to ensure that services to participants are provided in a cooperative manner. Staff will provide referrals for youth in need of services and will accept and encourage referrals to the youth program. Staff will work with these programs to provide additional support in order for the youth to participate in these types of educational programs.

- ***Provide the local definition of “deficient in basic literacy skills.”***

Deficient in Basic Literacy Skills is defined as computes or solves problems, reads, or speaks English at or below the grade level of 8.9. A youth is defined as deficient if they fail ISTEP or score at or below 8.9 on the TABE. Youth may also be determined to be basic literacy skills deficient if they are unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in the individual’s family or in society. Documentation will be accepted from an employer, One-Stop partner agency, service provider, or other organization knowledgeable about the youth’s functional abilities.

- ***Provide the local definition of “requires additional assistance to complete an educational program, or to secure and hold employment.”***

The following criteria will be used as indicators that a youth requires additional assistance to complete an educational program, or to secure and hold employment:

- Currently receives free lunch;
- Poor work history;
- Basic literacy skills deficient;
- Unemployed or underemployed; or
- Not receiving regular child support – the youth resides in a household where the non-custodial parent has not paid child support on a timely basis as established by the support order.

- ***Provide the local barrier that permits youth who are not low-income to receive youth services.***

The RWB has identified the following “serious barriers to employment” for youth:

- 1) The individual is or has previously been on probation; or
- 2) The individual has been ordered to participate in a correctional facility or program; or
- 3) The individual is a member or a household that receives public assistance or food stamps; or
- 4) The individual is in poor standing with the school due to a poor attendance, academic and/or behavior record; or
- 5) The individual has a poor work history as defined in local standard operating procedures; or
- 6) The individual has an IEP developed by the school.

Pilot Projects

- ***What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.***
- ***What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.***

The RWB recently approved WIA youth funding to be set aside to operate the JAG program at Eastern Greene High School. Jobs for America's Graduates (JAG) is a pilot program implemented during Program Year 06 at Eastern Greene High School.

JAG is the largest national organization serving at-risk and disadvantaged youth. The program targets high school students who possess multiple barriers to success in completing requirements for a high school diploma, pursuing a post-secondary education and/or securing and keeping an entry level job leading to career advancement opportunities.

The JAG model places staff (a JAG Specialist) in the school to serve selected students in consultation with an In-school Advisory Committee. The core competencies of the JAG National Curriculum are delivered to eligible students attending one class period per day for course credit. The JAG model also includes delivering a prescribed set of services during the in-school phase of the program. These may include: Remediation in basic skills; competency based instruction; participation in a student-led Career Association chapter to develop, practice and refine leadership skills; counseling participants; connecting participants with mentors to serve as role-models; providing summer employment opportunities to participants prior to graduation; and interceding with school administrators, counselors, and faculty on behalf of the program participants.

The JAG program nationally has been serving youth for twenty-five years. The expected outcomes for the program includes: 90% of participants graduate or complete GED, 80%

overall success rate (participants on the job, in the military, or enrolled in post secondary education or training) twelve months after leaving school, and 80% pass state proficiency tests by those who have failed at least once.

The participants in the JAG program will also participate in the WIA Youth program. As such these clients will be expected to meet WIA performance standards and common measures as well.

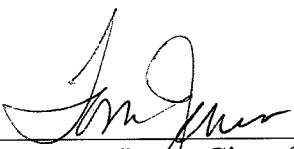
- ***Are there pilot projects that the RWB would like to operate? Please list.***

At this time, the RWB has not identified any specific pilot projects that it wishes to operate.

Section 5 – Signature Page

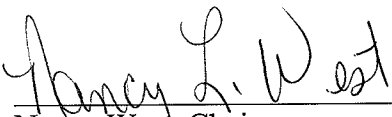
The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.

The signatures below represent approval of this plan by the South Central Region 8 Workforce Board and the Chief Local Elected official:



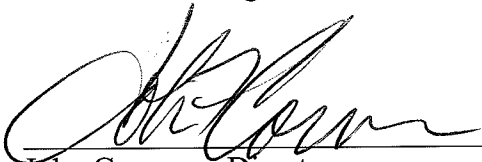
Mayor Tom Jones, City of Linton
Chief Elected Official

2/8/07
Date



Nancy West, Chairperson
South Central Region 8 Workforce Board

2-7-07
Date



John Corcoran, Director
South Central Region 8 Workforce Board

2/8/07
Date

Attachment A

	Strength	Opportunity	How RWB will use to the advantage of the WorkOne	Weakness	Threat	How RWB will minimize adverse effect on WorkOne
Educational Opportunities						
Availability of post secondary Training	X	X	Will use existing partnerships with IU, VU, and ITCC to promote training to customers.	X		If programs need to be more flexible or accessible, RWB will work to address this issue.
Labor Force						
Work ethic and soft skills of Workers				X		Need to train supervisors to help motivate workers and increase productivity. Also promote use of available soft skills training throughout the region.
Career Awareness of youth and Adults	X	X	Will utilize existing programs to reinforce the availability of information.	X		Will work to target specific groups who may not be aware of the available information, and will focus upon providing more information to younger youth.
Employment Opportunities						
Emerging occupations	X	X	Will coordinate SSI efforts and WorkOne services to maximize opportunities for workers in fields such as life sciences, healthcare and hospitality.			
Availability of jobs that pay good wages	X		Will work with businesses and workers to identify and promote the jobs in the area that pay well.	X		Will support the efforts of those communities who do not have jobs with good wages to attract and retain good jobs.
Community Resources						
Regional partnerships between workforce development and economic development	X	X	Will continue to promote these partnerships to bring more resources to the region.			
Resources and support for Businesses				X		Will work with businesses to identify needs and will work to pursue TAG funding for more businesses in the region.

ATTACHMENT B

WorkOne and WorkOne Express Available Services

CORE SERVICES	Brown Express	Davies Express	WorkOne Linton	WorkOne Bedford	Martin Express	WorkOne Bloomington	Orange Express	Owen Express
One Stop Activity Information	X	X	X	X	X	X	X	X
Outreach/Intake and Initial Assessment	X	X	X	X	X	X	X	X
Job Search and Job Placement	X	X	X	X	X	X	X	X
Career Counseling	X	X	X	X	X	X	X	X
Labor market Information	X	X	X	X	X	X	X	X
Eligible Training Provider Information and Training Provider Outcomes	X	X	X	X	X	X	X	X
Filing UI Claims	O	O	O	O	O	O	O	O
Supportive Services Information	X	X	X	X	X	X	X	X
Assistance Establishing Financial Aid	X	X	X	X	X	X	X	X
Follow Up Services	X	X	X	X	X	X	X	X
INTENSIVE SERVICES								
Comprehensive Assessment and Individual Plan Development	X	X	X	X	X	X	X	X
Group and Individual Counseling	X	X	X	X	X	X	X	X
Career Planning	X	X	X	X	X	X	X	X
Case Management	X	X	X	X	X	X	X	X
Short-term Pre-Vocational Services	X	X	X	X	X	X	X	X
TRAINING SERVICES								
Occupational Skills	X	X	X	X	X	X	X	X
OJT and Workplace Training	X	X	X	X	X	X	X	X
Private Sector Training Programs	X	X	X	X	X	X	X	X
Skill Upgrade and Retraining	X	X	X	X	X	X	X	X
Entrepreneurial Training								
Job Readiness Training	X	X	X	X	X	X	X	X
Adult Education	O	O	X	X	O	O	X	O
Literacy Activities	O	X	X	X	X	O	X	X
OTHER SERVICES								
Work Experience	X	X	X	X	X	X	X	X
Rehabilitation Technology and Job Site Modification			O	O		O		
Physical and Mental Restoration			O	O		O		
Housing Assistance						O		
Work Opportunity Tax Credits			X	X		X		
Training Acceleration Grant Information			X	X		X		
Domestic Violence Assistance					X			
Child Care Vouchers	X	X	X	X	X	X	X	X
Business Consultations	X	X	X	X	X	X	X	X

X= Available On Site at WorkOne or Express Center

O= Accessible through WorkOne/Express Center

X*=Available On-Site Part-time

ATTACHMENT C

WorkOne and WorkOne Express Programs

PROGRAMS	Eligibility Requirements	Brown Express	Daviess Express	WorkOne Linton	WorkOne Bedford	Martin Express	WorkOne Bloomington	Orange Express	Owen Express
WIA Adult	None	X	X	X	X	X	X	X	X
WIA Dislocated Wkr.	Dislocation	X	X	X	X	X	X	X	X
WIA Youth	Income, barriers, age	X	X	X	X	X	X	X	X
TAA	Dislocation			X	X		X	X*	
VETS	Veteran			X	X		X		
Wagner Peyser	None	O	O	X	X	O	X	X*/O	X*/O
Vocational Rehabilitation	Disability			X	X		X		
Older Worker	Age, Income						X		

X= Available On Site at WorkOne or Express Center

O= Accessible through WorkOne/Express Center

X*=Available On-Site Part-time